CHCORG624D Provide leadership in community services delivery

Release: 1

CHCORG624D Provide leadership in community services delivery

Modification History

Not Applicable

Unit Descriptor

Descriptor	This unit describes the knowledge and skills required to apply a leadership role determined and supported by the community
	The leadership role includes providing direction and promotion of community services, processes and outcomes and influencing effective industry practice

Application of the Unit

Application	The skills described in this unit may be applied across a range of community services workplace contexts

Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Not Applicable

Employability Skills Information

Employability Skills   This unit contains Employability Skills

Elements and Performance Criteria Pre-Content

Elements define the essential outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in italics are elaborated in the Range Statement.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop effective *leadership* role	1.1 Identify role, responsibilities and parameters for exercising influence and negotiate with key people in organisation and community to ensure support
	1.2 Establish authority and accountability according to organisation's guidelines and community requirements
	1.3 Assess factors that will impact on leadership style and role and address in developing individual and organisation practice
2. Provide direction	2.1 Develop and maintain consultation structures to support coordinated planning and decision-making
	2.2 Develop and maintain strategic alliances with key people to maximise personal and organisation effectiveness
	2.3 Routinely model and promote effective communication and interpersonal skills
	2.4 Implement appropriate continuous improvement processes to ensure ongoing effectiveness of work

ELEMENT	PERFORMANCE CRITERIA
3. Promote community work and maintain quality performance	3.1 Research and analyse *factors* that influence effectiveness of performance
	3.2 Develop and implement *strategies to promote effectiveness of community work*
	3.3 Research and establish *strategies to develop and maintain quality performance*
	3.4 Develop, negotiate, promote performance standards and requirements and use to guide organisation and personal work delivery
	3.5 Negotiate implementation of changes to practices, policies and procedures and promote to gain support

Community Services and Health Industry Skills Council

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge and their level required for this unit.

Essential knowledge:

The candidate must be able to demonstrate essential knowledge required to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include knowledge of:

- Characteristics, relationships, influence and accountability in the community
- Complex cultural awareness and practice
- Government programs and policies
- Models of leadership
- Nature and structure of the community services industry
- Organisation's guidelines
- Policies and theories of community services
- Policies and theories of productivity and human services
- Relevant industrial relations policy, structures and practice
- Relevant legislation
- Research methodologies
- Social/political/organisation systems and structures
- Strategic planning
- Training and education policy systems and provision

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Demonstrate high level leadership to communities to enable achievement of common goals
- Influence effective practice in community work and/or the community services industries

In addition, the candidate must be able to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of

REQUIRED SKILLS AND KNOWLEDGE

the identified work role

These include the ability to:

- Demonstrate application of skills in:
  - Leadership based on specified objectives and community factors
  - Strategic planning designed to achieve identified community outcomes
  - Analysis of community relationships
- Demonstrate application of high level skills affecting organisations, industry and the broadest community, including:
  - evaluation
  - communication
  - negotiation
  - analysis
  - developmental practice
- Provide leadership in applying principles and practices to enhance sustainability in the workplace, including environmental, economic, workforce and social sustainability
- Use and coordinate the use of relevant information technology effectively in line with occupational health and safety (OHS) guidelines

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate this unit of competency:	- The individual being assessed must provide evidence of specified essential knowledge as well as skills - This unit can be assessed in the workplace, in the community or in relevant simulation - Consistency in performance should relate to outcomes required by community leadership

EVIDENCE GUIDE

Access and equity considerations:	• All workers in community services should be aware of access, equity and human rights issues in relation to their own area of work
	• All workers should develop their ability to work in a culturally diverse environment
	• In recognition of particular issues facing Aboriginal and Torres Strait Islander communities, workers should be aware of cultural, historical and current issues impacting on Aboriginal and Torres Strait Islander people
	• Assessors and trainers must take into account relevant access and equity issues, in particular relating to factors impacting on Aboriginal and/or Torres Strait Islander clients and communities
Context of and specific resources for assessment:	• This unit can be assessed independently, however holistic assessment practice with other community services units of competency is encouraged
	• Resource requirements for assessment of this unit include access to:
	• an appropriate workplace or community or to an environment capable of accurately simulating these
Method of assessment:	• In cases where the learner does not have the opportunity to cover all relevant aspects in the work environment, the remainder should be assessed through realistic simulations, projects, previous relevant experience or oral questioning on 'What if?' scenarios
	• Assessment of this unit of competence will usually include observation of processes and procedures, oral and/or written questioning on Essential knowledge and skills and consideration of required attitudes
	• Where performance is not directly observed and/or is required to be demonstrated over a 'period of time' and/or in a 'number of locations', any evidence should be authenticated by colleagues, supervisors, clients or other appropriate persons

Range Statement

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Add any essential operating conditions that may be present with training and assessment depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts.

Factors which may have an impact on community work will include:	• Attitudes, values, beliefs • Composition and nature of the community • Government role and policies • Organisation policy and principles • Other agencies, networks, services • Resources • Roles, relationships, obligations, accountability and protocol
Review of community work may include:	• Internal and external research • Internal evaluation • Specifically commissioned research
Leadership may include:	• Direct and indirect influence on attitudes, decisions and action • Formal and informal roles and positions • Individual and group roles and positions

RANGE STATEMENT

Factors influencing effective community services may include:

- Career structures
- Competence
- Coordination/leadership
- Culture
- Flexibility/adaptability
- Government
- Image/morale
- Industrial structures
- Organisation
- Performance standards
- Policy
- Public
- Resources
- Service
- Service standards
- Skills
- Social
- Social/community/political/economic change
- Training/education/development

Strategies to promote effectiveness of community work may include:

- Evidence gathering
- Presentation in relevant forums and to key people

Strategies to develop and maintain quality performance may include:

- Appropriate utilisation of existing community structures and processes
- The development and maintenance of relevant industry and practice standards

RANGE STATEMENT

Requirements for the development of performance and assessment strategies may include:

- Appeals mechanisms
- Appraisal/recognition of prior learning
- Assessment models/tools
- Curriculum/teaching/education provision
- Enterprise
- Individual
- Industry
- National
- Organisation
- Recognition/accreditation
- Research/publications/promotion/information
- Sector
- Use of existing standards such as:

Unit Sector(s)

Not Applicable